

# TOWN OF WESTFORD

**State of the Town**

**Fiscal Year 2011**

**Jodi Ross**

**Town Manager**

**March 27, 2010**

# What is the State of our Town?

- By budgeting conservatively and reducing or controlling expenses where possible - our town finances are in good shape
- We are optimistic about our ability to balance the FY2011 budget
- Bond ratings Aa3 and AA+
- Low debt burden according to S&P – decrease in P&I of \$1.3M
- Committed to long term fiscal planning & transparency
- Committed to responsible economic development

# **Board of Selectmen/Town Manager**

## **2010 Goals**

- **Develop FY11 budget without override and reduce reliance upon non-recurring cash reserves**
- **Implement cost-savings measures**
- **Consolidate procurement across town departments**
- **Evaluate contracted services, use bids and RFPs to improve service and reduce costs**
- **Review health insurance plans for cost control**
- **Complete RFP process and recommend lease for town-owned buildings**

# **Board of Selectmen/Town Manager**

## **2010 Goals**

- **Oversee Town Hall and Cameron Senior Center construction projects**
- **Coordinate and assist with Boston Road affordable housing project**
- **Manage perchlorate remediation**
- **Increase recycling to reduce solid waste costs**
- **Assist with Unaccepted Road Committee**

# Board of Selectmen/Town Manager

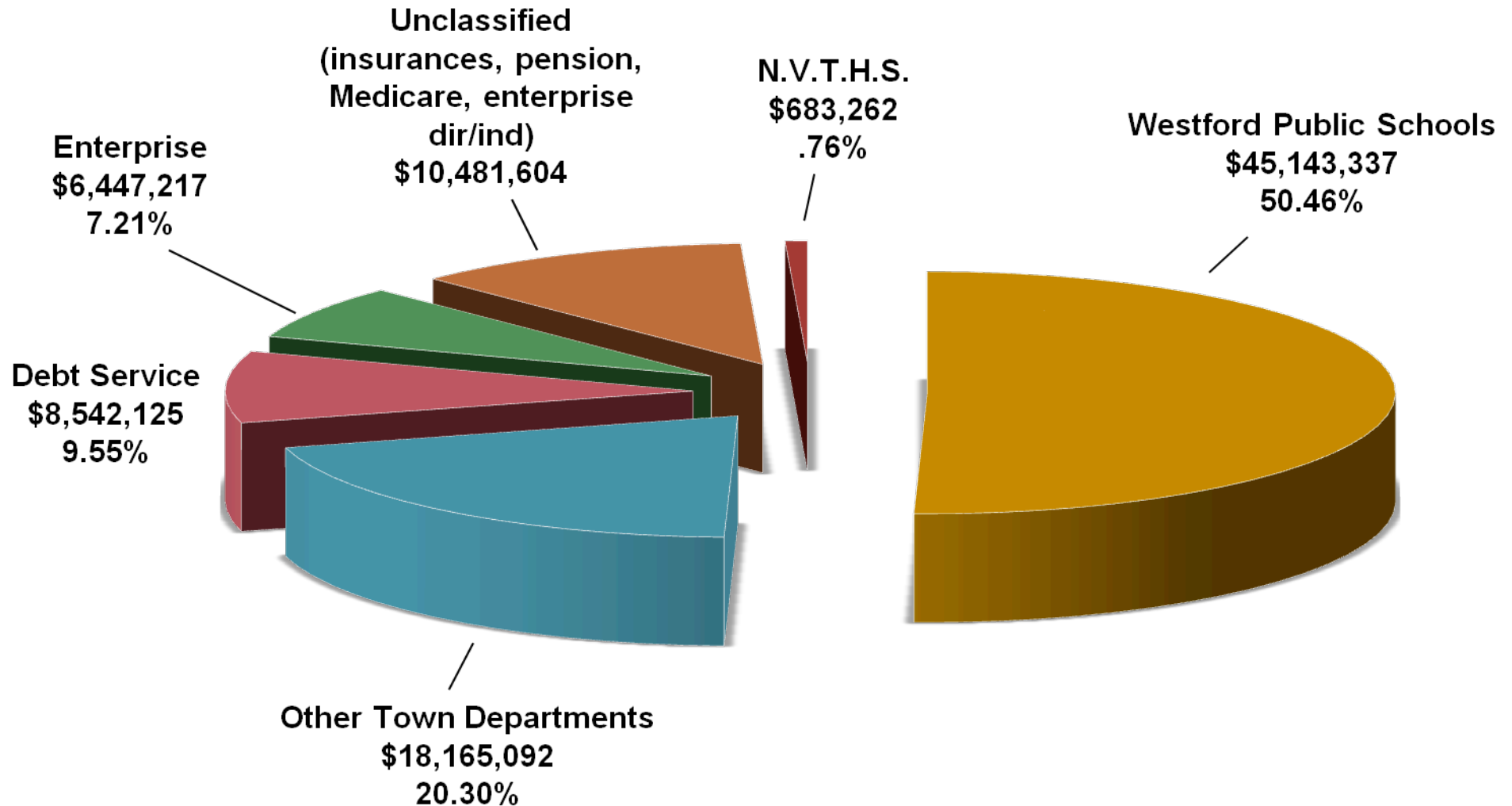
## 2010 Goals

- Redesign town's sign bylaw and insure enforcement
- Redesign town's cell tower bylaw seeking input from residents and officials
- Enhance employee morale
- Perform annual performance reviews
- Insure consistency across collective bargaining agreements

# **FY2011 Recommended Budget**

•Operating budget	\$89,462,637
•Capital projects	1,975,000
•Other articles	1,891,640
•Other amounts to be raised	521,504
•State & County cherry sheet chg	386,662
•Allowance for abatements	475,000
<b>TOTAL 2011 Budget</b>	<b>\$94,712,443</b>

# Fiscal 2011 Operating Budget



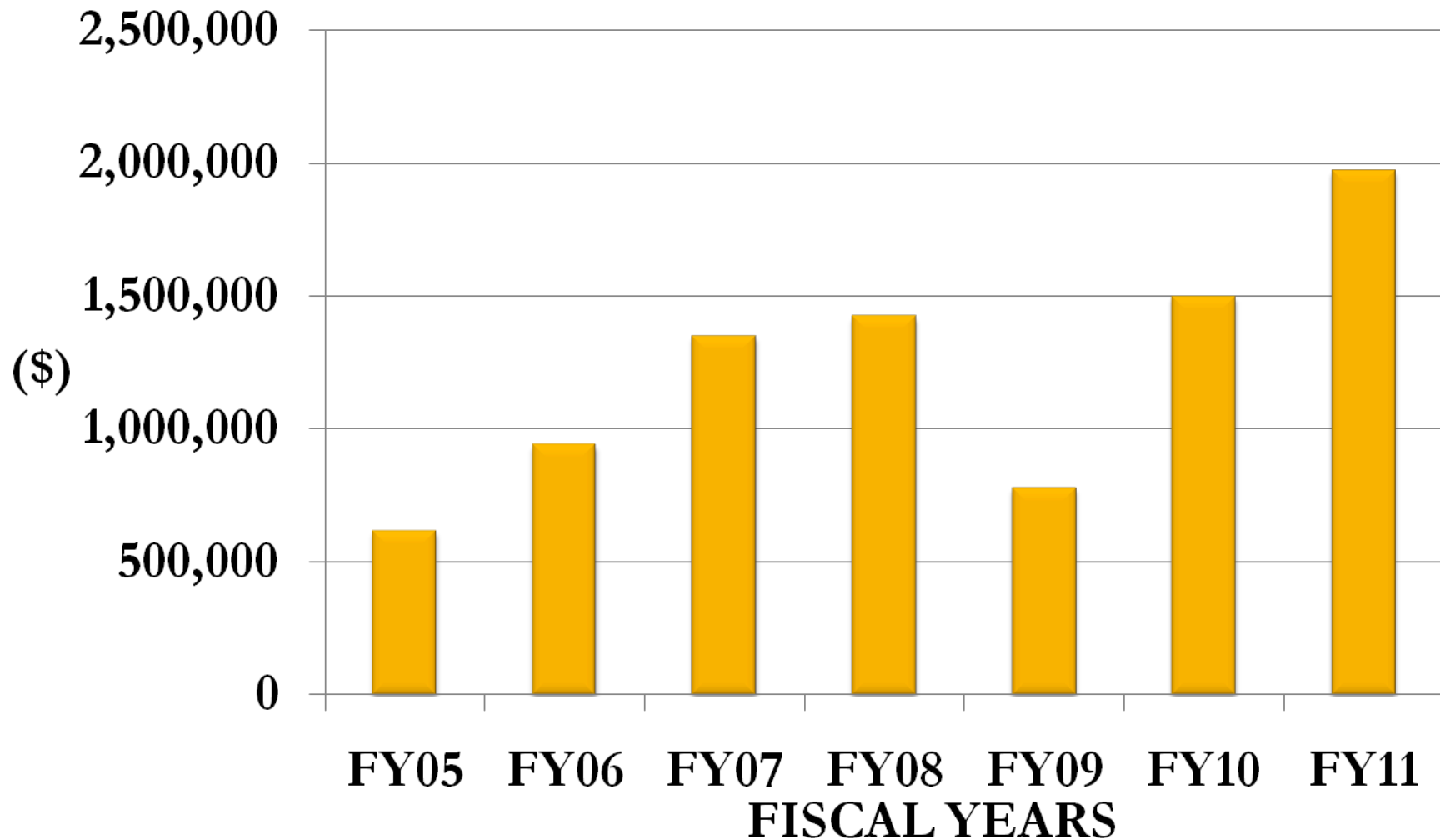
# FY11 Budget Highlights

- Tax Possession Sale Committee auction
- Recreation Enterprise – zero subsidy
- Implementation of Advanced Life Support
- Wetlands fees offset increase
- Renovated Town Hall opening fall 2010
- Cameron Senior Center opening June 2010
- Two additional police dispatchers
- Reduction of SAFER grant
- Management Performance Training

# Capital Appropriations

- Capital Planning Committee reviewed, prioritized and recommended town-wide capital budget
- \$1.975M Capital Budget submitted by Town Manager (\$600K transferred from previous projects)
  - Includes \$435,728 to Capital Stabilization Fund for a balance of \$775,565

# Capital Appropriations FY2005 – 11

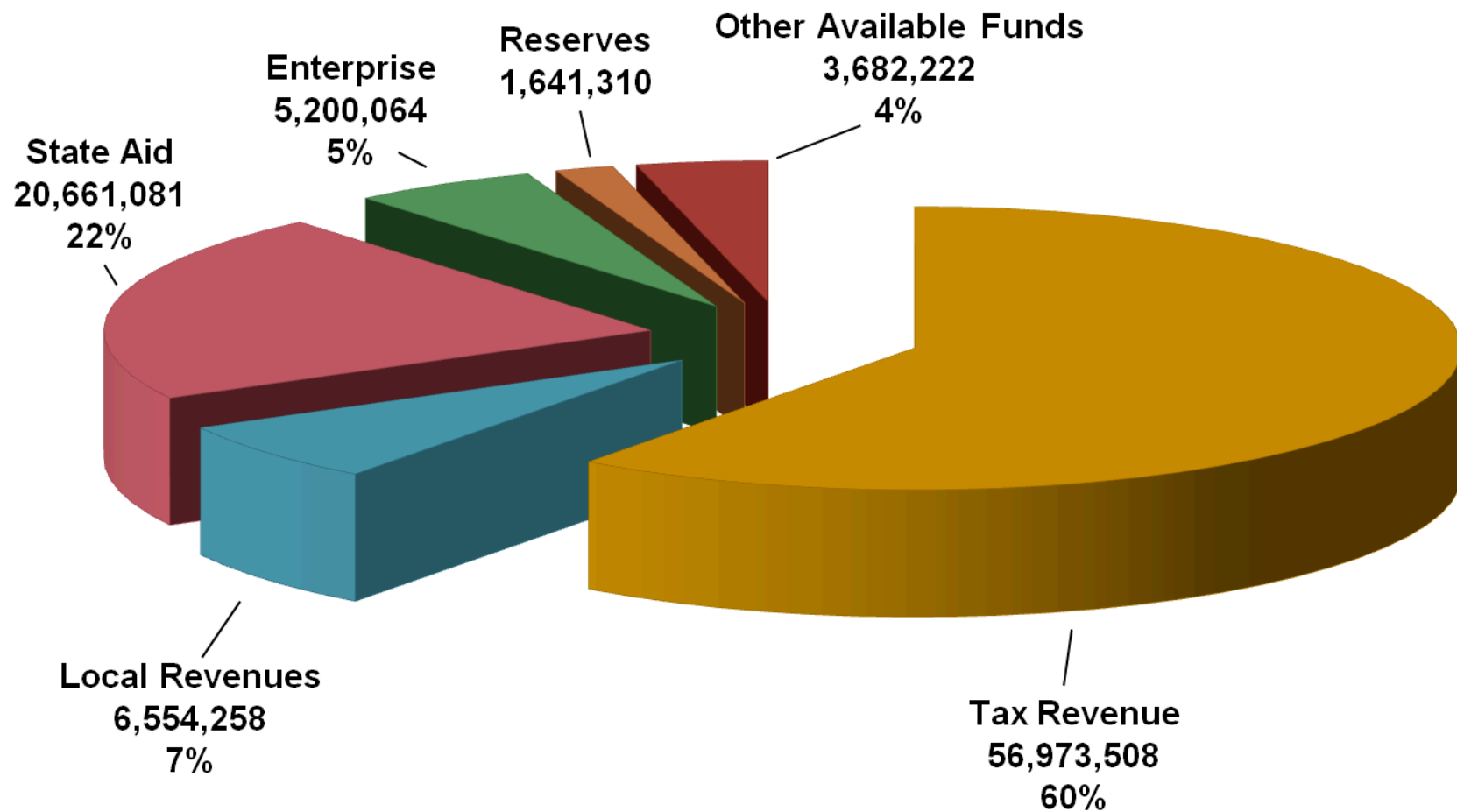


# FY2011 Projected Revenue

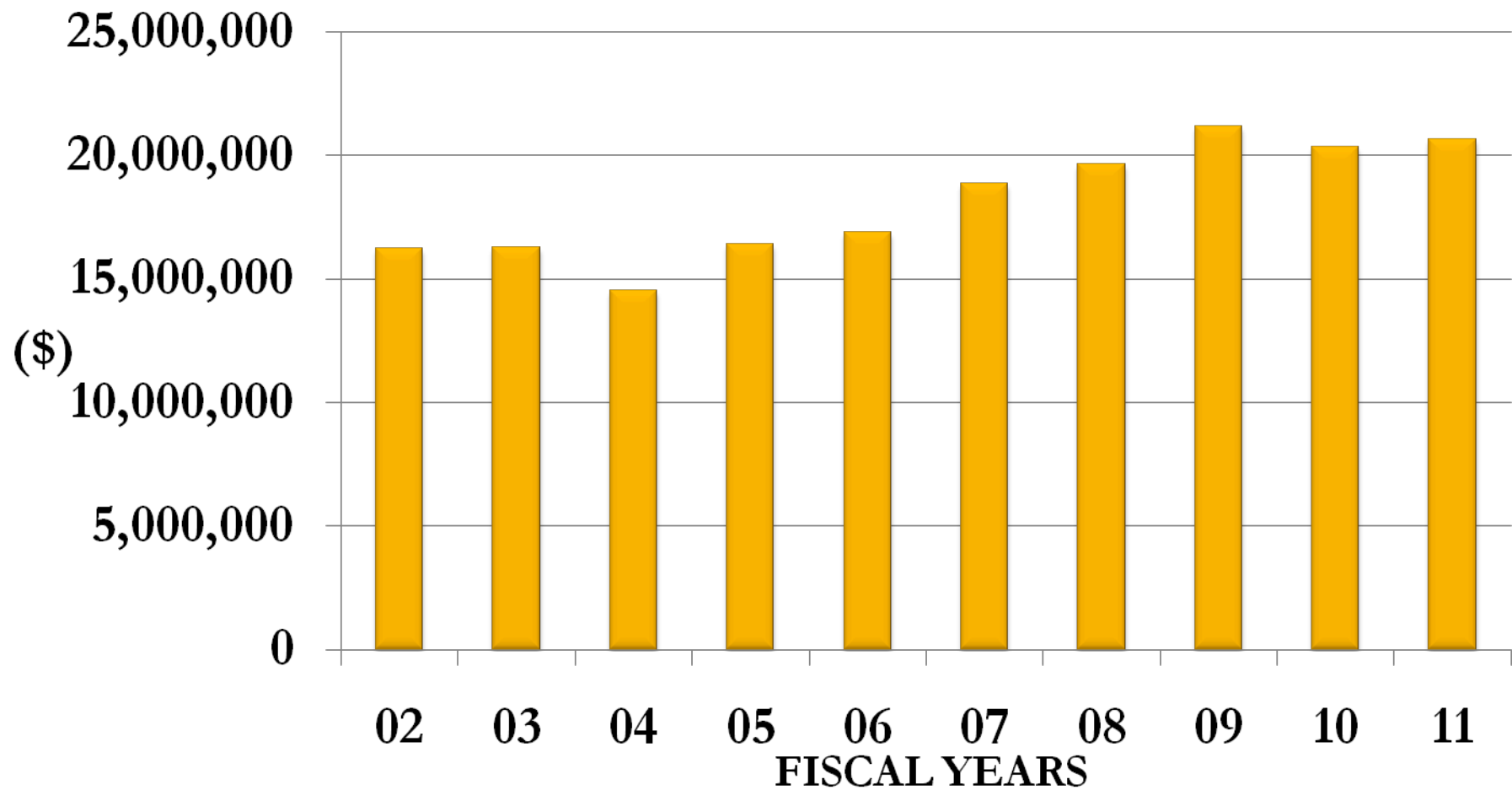
Tax Revenue	\$56,973,508
Local Revenue	6,554,258
State Aid	*20,661,081
Available Funds	3,682,222
Enterprise Revenue	5,200,064
Free Cash Applied	1,641,310
<b>TOTAL 2011 Revenue</b>	<b>\$94,712,443</b>

\*Senate state aid proposal

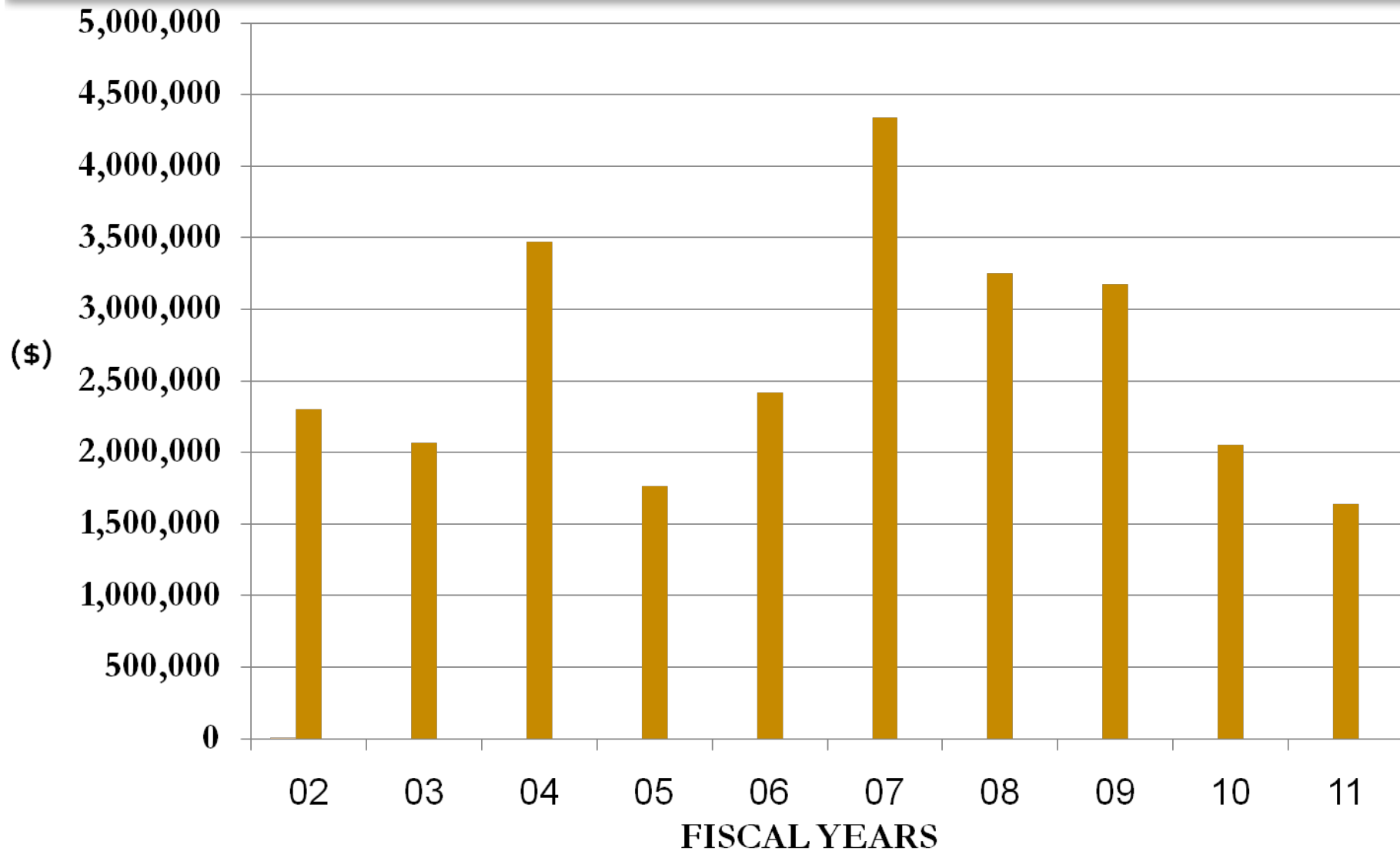
# Estimated Revenue/Available Funds



# State Aid



# Reserves Applied to Balance Budget



# New Revenue Sources

- Permitting software sales to other towns \$50K+
- Permits & new growth \$850K+
- Boston Road development \$30K+
- Lease of town owned buildings
- Lease of East Boston Camps
- Sale of tax possession land \$100 - \$200k
- Maine Drilling and Blasting settlement \$1M
- Seeking additional settlement from perchlorate suppliers
- 2% SRF financing for Stepinski/Cote/treatment plant project, including \$500k principal forgiveness

# MD&B Settlement Allocation

Payment 1	\$ 500,000
Payment 2	250,000
Water Department Allocation	(314,376)
To Receipts Reserved Appropriation	\$ 435,624
ATM Appropriations:	
•Art. 2 Replenish Reserve Fund	\$115,000
•Art. 5 Debt Payment Year 1	49,696
•Art. 11 Perchlorate Expenses	100,000
•Art. 12 Perchlorate Stabilization	170,928
(Additional \$250K to be received 12/20/11)	\$435,624

# Cost Saving Measures

- Town operating budgets increase less than 1%
- Bids/RFPs for health ins, refuse collection & disposal, recycling, electricity, gasoline
- Ongoing monitoring of staffing levels
- Reduced compensation reserve
- Virtualization of computers
- Internal hosting of MUNIS
- Reduced office supplies & printing
- Restricted use of town vehicles
- Cancel lease with 515 Groton Rd for records storage
- Final payment for Abbot oil spill clean-up

# Other Successes

- Westford Public Schools' Spring 2009 MCAS scores in top 2 - 3% of all school systems in the state in most grade levels tested
- Recycling Commission recommended enhanced recycling program to reduce tipping fees – savings estimated \$130K per year
- Energy Committee received \$150K grant for installation of solar panels on Stony Brook School (solar panels will also be installed on Westford Academy)
- Board of Health coordinated a successful public health response to H1N1 – controlling costs by utilizing MRC volunteers

# Our Commitment

- Examine every opportunity and bring forth creative, innovative actions to insure the level and quality of services you have come to expect
- Implement Comprehensive Master Plan recommendations
- Monitor the economy, state aid, local revenues, and pursue appropriate business opportunities to increase local jobs
- Maintain the town's financial stability for now and in the future